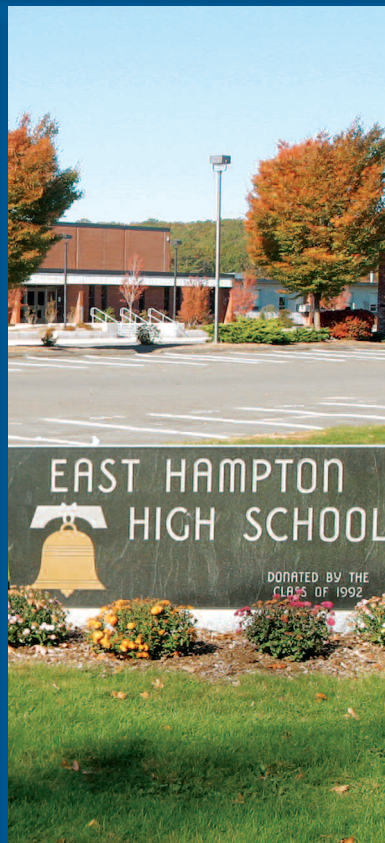




# East Hampton, Connecticut Seeking New Town Manager







## Centrally Located

The Town of East Hampton covers an area of 36 square miles in east central Connecticut and is on the eastern bank of the Connecticut River. The town's topography is dominated by numerous hills, winding streams, valleys and level wetland areas and is home to Connecticut's largest 512-acre inland water body, Lake Pocotopaug. Located

in Middlesex County, East Hampton's 2010 population was estimated at 13,000 and is one of eight towns served by the Midstate Regional Planning Agency.

Traversed by State Routes 16, 66, 151 and 196, there are approximately 91 miles of Town roads. The State maintains approximately 35 miles of highway in East Hampton. The Town is a 30 minute drive from Hartford and 2 hours from Boston and NYC. Long Island Sound is a 30-minute drive away.

## Quality of Life Unmatched in New England

East Hampton residents enjoy a rural/suburban lifestyle that is family-oriented, supported by a quality school system, two public libraries, two history museums, local parks with varied recreational programming for all ages, and professional public safety agencies.

East Hampton is very fortunate to have dedicated volunteers, officials, and employees who take great pride in the Town and the services we provide to sustain a quality of life that we feel is unmatched in New England.

Originally named Chatham and settled in 1767, the town was incorporated from Middletown in 1783, and was named East Hampton in 1915. East Hampton has a rich and diverse history spanning nearly 300 years when the first settlers found their home along the Connecticut River in Middle Haddam. Middle Haddam and Cobalt, villages of East Hampton, emerged as major shipbuilding centers in the late 1700s and early 1800s. The Middle Haddam Historic District along the Connecticut River preserves the architectural legacy of this maritime era.



Historically, the main industry in East Hampton was the manufacture of bells, which commenced early in the 1800s; over time this led to metal production of

all kinds. Manufacturing buildings formerly used for this purpose are now part of a revitalization plan for the Village Center. From farming to shipbuilding, to mining and bell making, the people of East Hampton have enjoyed a national reputation for its commerce in the Connecticut River Valley.

State parks and forests surround East Hampton on the northern, southern and western borders, along with the famous Comstock Covered Bridge across the Salmon River. Hikers, bikers, skiers and horseback riders come to East Hampton to enjoy the 23-mile Airline Trail that links East Hampton, Colchester, Hebron and Lebanon. A \$200,000 Small Town Economic Assistance Program (STEAP) Grant was recently secured to improve and extend the Airline Trail from its present trail-head near Smith Street at Cranberry Bog into the Village Center at Main Street. The project is due to be completed Spring 2012.

## Town Progress

A second STEAP Grant will fund the William O'Neill Performing Arts Gazebo at Sears Park on Lake Pocotopaug. Honoring East Hampton's own former Governor William O'Neill, this attraction is scheduled to be completed by Memorial Day 2012 and a calendar of events will attract local and out-of-town visitors to our Community.



The Senior Center just completed a major renovation funded through the State's Small Cities Grant program and local funds. There is a Memorial School roof replacement project scheduled to begin by the end of the 2012 fiscal year, and a Building Committee is being formed to review and make recommendations for East Hampton High School renovations. A four-year project is also underway to repair 23 percent of paved roads, 19.5 miles of town roads, to be funded by a \$3.315 million bond package.

## Local Businesses with Global and National Presence

East Hampton is headquarters for American Distilling and Manufacturing Company, the world's largest source of distilled witch hazel extracts, and one of the



largest employers and taxpayers in Town. For nearly two centuries, East Hampton has also been known as Belltown USA and is home for Bevin Brothers Manufacturing located in the Village Center. Stop & Shop, McDonald's, Dunkin Donuts, Rite Aid, CVS, a number of locally-owned restaurants, a nursery, coffee shops, retail stores and medical offices are conveniently located in Town.

## Demographics, Education and Development

Median household income in 2010 was \$78,135 per year, well above the median income of the County and the State. The per capita income was \$36,455. The population has a relatively high level of educational attainment with 40 percent of the population having a post-secondary degree. The Town, through its Board of Education, operates a K-12 school system. The total number of pupils is approximately 1,956. The School System is considered one of East Hampton's most positive attributes.

Over the next fifteen years the school age population is expected to remain stable or decline modestly while the population over fifty-five is expected to double from the fifteen percent recorded in 2000.

In 2006 East Hampton published its updated Plan of Conservation and Development. This document is available on the Town's website. Noteworthy in this document is the response to a question concerning growth in the town. Forty-seven percent of respondents thought the growth rate was about right and 43 percent thought it was too high. This roughly even split neatly frames the dilemma faced by Town Officials.

## East Hampton faces significant growth pressures.

The number of housing units has increased by more than 24 percent since 1990. The town went from 4,205 units of housing to 5,229 units of housing in 2009. East Hampton continues to attract more residents due to lower property taxes, quality education, an excellent public safety record and its small town charm and quality of life.

To date over 8,870 acres or 37 percent of the Town consists of vacant and uncommitted residentially zoned land. More than 5,800 developable acres could potentially support 3,530 additional housing units. Residents are concerned about the potential loss of the small town character of East Hampton.

East Hampton faces a variety of capital needs including renovation of its high



school, review of its town hall, police department and fire station facilities, road repairs and identifying the need and options for a town water supply system that failed at a November 2007 Referendum. To date, \$948,000 has been spent on an easement and a land purchase for a possible town water system, \$607,000 on improvements to the existing Village Center water system, and over \$2.15 million on water studies conducted since 2002.

### Form of Government

East Hampton's Charter, available through the Town's website ([www.easthamptonct.org](http://www.easthamptonct.org)), establishes the governing body as a seven member Town Council. All seats on the Council are elected every two years and candidates run on a partisan basis. The next Council election is November 2013. The Council is the legislative body of the Town and receives its authority from a Town Charter and the Connecticut General Statutes.

East Hampton is in very good fiscal condition. It has taken a prudent approach to financing public improvements and has continued to maintain its "AA" debt rating from Standard & Poor's Ratings Service and "Aa3" rating from Moody's Investor Service based on its assessment of the Town's historical trend of financial stability and continued maintenance of a favorable debt profile.

In addition to the Town Council, a seven member Board of Finance is elected for four-year overlapping terms. The Board of Finance is responsible for presenting a proposed annual town budget prepared with the assistance of the Town Manager to the Town Council. The Council may make adjustments to the proposed budget but may not exceed the total established by the Board of Finance. The charter has provisions for negotiations between the Council and Board of Finance over the budget. The budget is enacted when it is approved in a referendum. The existence of the Board of Finance and the referendum process for budget approval is a legacy of the long tradition of Town Meeting governance.

The Town Council appoints the Town Manager for an indefinite term. The position of Town Manager is firmly established in East Hampton. The Town provides the full range of public services typical of a medium-sized New England Town. Two exceptions are fire suppression service provided by a Volunteer Fire Department and EMS which is provided by a Volunteer Ambulance Association. The Town Manager is responsible for human resource and purchasing functions for the Town and serves as Chief Executive Officer and Administrator. The Town Manager oversees



the Directors of Finance, Public Works, Facilities, Parks & Rec, Senior Center, Library, WPCA, the Police Department, Building Department, Social Services and the Human Resources Coordinator.

In general Town employees are unionized. There are three bargaining units and labor relations are considered positive. The Town employs approximately 90 employees, not counting employees of the school department and seasonal staffing.

As is typical of New England municipalities the Town is responsible for the construction and maintenance of all municipal buildings including schools.

### Financial Summary

For the region it has a relatively low tax rate. It is particularly proud of its ability to maintain a positive fund balance of \$4.350 million, now equal to roughly 11.5

percent of the Town's \$37.764 million expenditures. Seventy percent of the Town's \$37.764 million revenues come from the property tax with about 26 percent coming from intergovernmental transfers. Education is the largest expenditure category at \$26.212 million representing nearly 70 percent of expenditures. Debt payments, as a percentage of the Town's budget, are relatively low at 3.2 percent.

A June 30, 2011 Audit and the 2011-2012 Town Budget are available at [www.easthamptonct.gov](http://www.easthamptonct.gov).



## Challenges & Opportunities for the Town Manager

*The new Town Manager will need to address the following challenges:*

### Establish Trust

Help to foster trust with the Town Council, residents and business owners. Foster a positive attitude internally and a positive image of the town externally.

### Staff Development and Institutional Capacity

The new Town Manager will need to make a careful and professional assessment of staff capabilities as well as the organizational structure to determine how best to shape the organization to meet current challenges. The general view is that East Hampton's employees are fairly compensated and professional. Like most Connecticut municipalities, virtually all employees are members of collective bargaining units. Managing the bargaining process in a fair but firm way will be important. The volunteer organizations that provide fire suppression and EMS services are assets of the Town, especially when compared to the costs of staffing this function with Town employees. Developing approaches that support and sustain these organizations will be important.

### Promote Smart Growth

The Village Center is in the midst of a revitalization and redevelopment of former old mills, many of which are Brownfield sites. A strategic assessment of a town water system and other infrastructure needs will require review and planning for sustainability, quality of life and economic development.

### Public Funding & Implementation

Advocate for and assist with securing State and Federal grants and coordinating regulatory activities.

### Environmental Stewardship

Promote storm water management and other environmental best practices to improve our lake, watersheds, rivers and streams town wide. Support the Brownfield Committee's efforts to identify and mediate contaminated sites in the Village Center.



### Economic Development

The Town Manager will need to be an advocate for targeted economic development initiatives that are consistent with the approaches described in the Plan for Conservation and Development. While for the foreseeable future the Town will



raise most local revenue from residential property taxes, the Town needs to move toward diversifying its revenue base.

### **Develop and Sustain a Vision that Manages The Town's Response to Growth Pressures**

Working with the Council and other key stakeholders, the new manager will need to be a public advocate for implementation of the plans and initiatives that are being developed. The decisions the Town makes in the next several years to address the issues raised in the Plan of Conservation and Development will require facilitation by the Town Manager. The action steps to support plans need to be identified, funded and implemented. As the decisions are made they will require enhanced municipal capacity and the support of a broad cross section of the population. The Manager and Council will need to work closely in shaping decisions and gaining public support for implementation.

### **The Ideal Candidate**

The Town Council seeks a Town Manager willing to commit to a tenure long enough to build the Town's capacity to address the current growth management issues and to set the stage for developing and implementing policies that will improve the organization and its ability to address service demands and capital needs. East Hampton needs a leader and problem solver who can address current concerns in a way that sets the stage for strengthening the organization and enables the development of a shared vision.

These attributes have been identified by Town Council members, residents and business owners to be important for the new Town Manager to possess:

### **Professional, Technical Skills**

- A proven municipal manager, minimum of 5 years municipal management experience required.
- Bachelors Degree in Business Administration or Public Administration, Masters preferred, or closely related field.
- Leads and facilitates the improvement of government practices and assist in building consensus on critical issues.
- Team builder. Experienced in assessing, communicating with and motivating staff and volunteers.
- Work non-partisan with three local political parties. Be a stabilizing role in a community which political power, organizational structure and behavior are evolving. The new Town Manager must be capable of keeping all officials comprehensively and equally informed, while staying removed from the political process.
- Computer literate, internet and social media savvy.
- Effective communicator. Able and willing to play a highly visible role in the community.
- Participates broadly across the leadership structure of the community and region as a champion and ambassador for the Town.
- A vocal and positive spokesperson and representative for the Town at Council Meetings, public forums, state agencies and with the media.
- The Town Manager must be comfortable engaging directly with citizens.
- A facilitative style that fosters joint problem solving is needed. The Town Manager can have no agenda beyond being a professional.
- Creates a goal-oriented environment by establishing, maintaining and promoting policies and initiatives.
- An inclusive leader who is capable of exerting influence and direction in a manner that shares successes with staff, elected officials, professionals and volunteers.
- Leads by example and commitment.

### **Experience**

- Experience with regionalization in joint or cooperative services, equipment and personnel.
- Experience in economic development and generating municipal revenue.
- Track record with personnel and performance audits; organizational management skills to improve services and deliverables.
- Small town management experience, preferably familiar with a New England community's problems and solutions.
- Budget expertise. Able to deal with the ambiguity inherent with supporting a governance system for a complex community that is conflicted about the relationships between the value of local government services and their costs to citizens.
- A mature leader of a comparable organization with extensive personal experience in growth management, finance, and staff development.
- A professionally stable Manager with a record of tenure and consistent career growth. The Town does not seek a resume builder.
- A demonstrated background in guiding the development of a shared vision for communities. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders.
- A demonstrated track record of positioning communities to engage in successful and sustained economic development.
- Experience includes the formation of public/private partnerships, deal structuring and advocacy. A record of developing effective relationships with municipal land use regulatory boards is important.
- The successful candidate must be a well-rounded Town Manager with a track record of managing complex customer service organizations within constrained financial resources.
- The ability to foster a shared vision is essential. Municipal planning and grantsmanship skills are important. Ability to develop and maintain professional relations with key state and regional agencies.

### **Personal Qualities Desired**

- Integrity, principled, honest, ethical and transparent in all interactions.
- Confident to say and act on what they believe is in the Town's best interest.
- More interested in the Town's needs than their own career.
- Decisive, tenacious.
- Common sense, good judgment.
- Takes ownership of the policy or problem and commits to finding a viable solution based on facts.
- Open minded, visionary thinker.
- Composed, respectful.
- Sense of humor.

### **Salary and Schedule**

The search begins in early February 2012 and will conclude in April 2012. The application deadline is March 15, 2012. Direct compensation is anticipated to be a minimum of \$105,000+ depending on qualifications and experience, plus benefits. The Town has made expenditures to support participation in defined contribution retirement plans and will consider this option for the new Manager. The Charter requires residency within one year of appointment.

### **How to Apply**

To apply for this position, please e-mail a cover letter addressing the position requirements, a résumé and three (3) professional, verifiable references to: Lorraine M. Baltimore, [imbconsulting@live.com](mailto:imbconsulting@live.com), with "East Hampton Town Manager" in the subject line. Applications will be reviewed beginning February 23, and will be accepted until March 15.

The Town of East Hampton is an equal opportunity employer.

Visit our website [www.easthamptonct.gov](http://www.easthamptonct.gov) / "Town Manager Recruitment"



Send all information to:

Lorraine M. Baltimore, M.A., PHR  
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860-830-4668  
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